Human Resources Strategy

The Council HR Committee
Proposal for a Department-wide
Career Development Plan

TCFO Council
Human Resource Committee

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Human Resources Strategy

FY 1999 Performance Plan

Goal

Develop a Department-wide career development plan for financial management, budget and accounting personnel at different grade levels that defines and establishes training and education core competencies, certifications, on-the-job experiences, and promotes rotational assignments across the entire Treasury financial community.

FY 1999 Measurement

Complete a career development plan and gain TCFO Council approval before the end of FY 1999.

FY 2000 Measurement

Begin a phased implementation of the plan throughout all Treasury bureaus during FY 2000.

Background

In June 1998, TCFO Council Retreat participants agreed that Treasury should make substantial investments in the professional development of its financial staffs, to attract, develop and retain high caliber personnel to better meet current and future needs for financial services and mission support.

Simultaneously, the Government-wide CFO Council issued a Statement of Principles for Federal Financial Education and Training which stated — "Well-designed and delivered education and training programs are critical to developing and maintaining the required level of technical, professional and managerial expertise for Federal financial management."

The TCFO Council tasked the Human Resource (HR) Committee with developing a human resource strategy for Treasury financial management. In October 1998, the TCFO Council adopted a human resource strategy and incorporated the goal (page 3) into the Treasury FY 1999 financial management performance plan.

It was envisioned that completing the performance targets for this goal would, over time, increase the competency levels of all Treasury Financial staff and position the Department to deal with the increasingly complex, technologically advanced financial management functions. Significantly enhanced analytical skills are necessary for Treasury's financial management team to achieve the desired transformation from processing financial transactions to becoming business partners with program directors, who need to make more informed decisions using real-time financial information.

Methodology

In developing the proposed Career Development Plans, the TCFO HR Committee reviewed the published JFMIP Core Competency documents for financial management positions, and Doris Chew from the JFMIP joined the committee.

The Committee did not replicate the excellent work already completed by JFMIP in the Core Competency documents, rather it used these documents to assist in identifying key high level technical competencies critical for Treasury.   The Committee also gathered and evaluated other agency's development plans, Treasury bureaus' policies and training plans, and identified similarities and best practices.

Human Resource specialists from several bureaus joined the Committee, and several Committee members worked through the Government-wide CFO Council Human Resources Committee to obtain additional data for the development of this proposal.

The Committee specifically used a technical approach in developing the Career Development Plans and chose not to include additional highly desirable non-technical skills such as writing or oral communications. The Committee agreed the plans should focus on long-term change within Treasury and not an immediate restructuring of current onboard financial management staff. For instance, if you are currently an Accountant within Treasury and did not have a degree, this proposal would not impact promotion potential. Conversely, if you were recruiting for a new Accountant, you would use the criteria in the proposed Career Development Plan.

Committee members individually identified training, education, certifications, on-the-job experiences, and rotational assignments for financial managers, accountants and budget analysts. The members identified three levels for each area: entry, mid-level and senior level. The Committee then met and collectively reviewed and rated the core competencies and identified those that would be highly desirable for financial management personnel within the Department of the Treasury.

Proposal

The Treasury Chief Financial Officer's Council approves and adopts the proposed Career Development Plans for Accountants, Budget Analysts and Financial Managers and requires implementation within each Treasury bureau during FY 2000.

The Treasury Assistant Secretary for Management/CFO gain Bureau head's support by presenting the TCFO Council Career Development Plans at a monthly Bureau Head's meeting.

Career Development Plan — Accountant

Area	Entry Level	Mid-Level	Senior Level
Training	• Appropriation Law • U.S. Government Standard General Ledger • Fundamentals of Government Accounting	• Federal Accounting Principles • Federal Financial Statements • Budgeting and Accounting Making the Connection • Federal Financial Management Overview • Managerial Cost Accounting • Federal Financial Reporting	• CFO Reporting Presentation and Disclosure • Federal Financial Statements (OMB 97-01) • Results Act (GPRA) • Supervisory/Management Training • Presentations and Public Speaking • Systems Development and Design
Education	• Bachelor in Accounting	• No additional degree required	• No additional degree required
Certifications	• None	• COTR Certification if applicable	• Certified Public Accountant (CPA) or Certified Government Financial Manager (CGFM) • COTR Certification if applicable
On-the-job Experiences	• Required Treasury monthly reports • General Ledger Account Reconciliation • Financial systems protocols and transaction rules	• Financial Statement preparation, review and analysis • TIER and FACTS validation • Internal control assessments • Intradepartmental working groups • Team leader within Bureau • Understanding of Program office functions • Financial Systems analysis and design	• Working groups (departmental and government-wide) • Develop, review and implementation of FASAB or other applicable standards • Annual Report and audit process • Financial Systems implementation
Rotational Assignments	• Within your own office	• Within your own Bureau	• Within the Department to other Finance offices • Within the Bureau to Program areas • Within the Government to other Finance offices

Career Development Plan — Budget Analyst

Area	Entry Level	Mid-Level	Senior Level
Training	• Appropriations Law • Federal Budget Process • Budget Formulation/Execution • Anti-Deficiency Act • Effective Writing	• Budget Justification and Presentation • Budgeting and Accounting Making the Connection • Strategic Planning/Performance Measures Workshops • Supervisory Training • COTR Training	• CFO Reporting Presentation and Disclosure • Results Act (GPRA) • Presentations and Public Speaking • Supervisory/Management Training
Education	• Bachelors degree	• No additional degree required	• No additional degree required • Accounting courses preferred
Certifications	• None	• COTR Certification if required	• Certified Government Financial Manager (CGFM) • COTR Certification if required
On-the-job Experiences	• Financial systems protocols and transaction rules • Pay and non-pay account projection and reconciliation • Administrative funds control	• Budget formulation and justification • Performance and results analysis and reporting • Financial and operating plan development, reporting and analysis • Team Leader • Program office functions	• Budget Hearing preparation and testimony • Annual reports • Strategic and Performance planning • Working groups (departmental and government-wide)
Rotational Assignments	• Within your own office	• Within your division, organization or Bureau (exchange of personnel)	• Within the Department to other Budget offices • Within the Bureau to Program areas • Within the Departmental Budget office

Career Development Plan — Financial Manager

Area	Entry Level	Mid-Level	Senior Level
Training	- CFO Reporting Presentation & Disclosure - Results Act (GPRA) - Systems Development & Design - Federal Financial Statements (OMB97-01) - Supervisory/Management Training - Presentations & Public Speaking	- Managerial/Leadership Training - Management of Information Technology	Executive Leadership Training
Education	Bachelors degree	No additional degree required	Advanced degree (Desirable)
Certifications	- Certified Public Accountant, or Certified Government Financial Manager - COTR Certification if applicable	No additional certifications required	Executive Development Program
On-the-job Experiences	- Working groups (agency & government-wide) - Annual reports and audit process - Strategic and performance planning - Budget hearing preparation and testimony - Develop, review and implementation of FASAB or other applicable standards - Financial systems implementation	- TCFO Council Subcommittee participation - Lead working groups (inter/intra) - Program office functions - Management accountability	- Government-wide CFO Council committees - TCFO Council committees - Chair TCFO Council committees
Rotational Assignments	Within your division, organization or Bureau (exchange of personnel)	- Within Treasury to other Finance or Budget offices - Within the Bureau to Program areas - Within the Government to other Finance or Budget offices	- Within Treasury to other Finance or Budget offices - Within the Bureau to Program areas - Within the Government to other Finance or Budget offices

Implementation

When approved, the TCFO Council will form an implementation group (Team 2000) with a member from each Treasury bureau. Team 2000 will provide overall program support and develop an action plan for TCFO Council approval to implement the Career Development Plans within Treasury. The Team 2000 implementation plan should include, but not be limited to:

- An inventory of current bureau-sponsored courses that can be open to all bureau personnel, i.e., ATF accountants could attend training at IRS courses.

- An inventory of current financial management personnel against the Career Development Plans to establish the baseline for each of the five areas, Training, Education, Certifications, On-the-job Experiences, and Rotational Assignments.

- A plan to implement at least two rotational assignments between all bureaus during FY 2000.